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Sealift

MAGAZINE OF THE MILITARY SEALIFT COMMAND

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The Virtue of Speaking Out

Those who are involved in employee relations—in industry, the government and the classroom—place a great deal of emphasis on employee satisfaction, on how to measure it and how to encourage its development.

Even with this emphasis, some supervisors and managers fail to realize that employee dissatisfaction often may be even more important to productivity and overall effectiveness.

Supervisors and managers sometimes do not realize that there is a great difference between the employee who is unhappy with his job and the man or woman who feels things are not as good as they could be. The latter type is what the psychologists refer to as the "self-actualized" person. He thinks he could do his job even better, and he pushes himself and others toward that objective. That is "constructive dissatisfaction."

Unfortunately, such an employee may hesitate to express his dissatisfaction fully because of fear that he may be labeled a troublemaker. He either adjusts and goes along, or he seeks another job in a work environment where he can gain greater satisfaction and encouragement and where the rewards are more commensurate with his performance. The rewards he seeks are not necessarily financial. They are more apt to be a stronger sense of self-satisfaction, greater recognition of his contributions, or assignment to responsibilities that task his capabilities to a higher degree.

When employees suppress their discontent, they also may be suppressing solutions to that discontent. And complacency is no more conducive to productivity than is low employee morale.

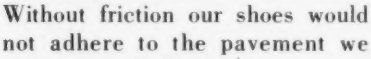
Theoretically, the so-called open door policy many managers adhere to offers an avenue for employees to express their "constructive dissatisfaction." However, day-to-day pressures on a manager's availability often negate the value of such a policy.

A better way to harness the abilities of the constructively dissatisfied is for the supervisor or manager to voice his own feelings. By setting forth his own "complaints" concerning a problem in discussions with his employees, he is likely to stimulate them to offer solutions to the problems he identifies. And just as invested money produces dividends, worker participation results in greater productivity, in new techniques, and in stronger support of decisions and systems they helped develop.

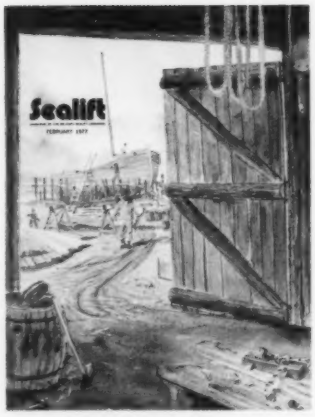
Everyone knows that if a young child is given a hammer, everything around him suddenly needs to be hammered. The same reaction takes place when management encourages employees to become involved in solving problems. Every task, every assignment receives their full attention.

Some argue that dissatisfaction is inherently a negative force, that it inevitably results in friction. They fail to recognize that friction is a vital element in our lives. Without friction our shoes would not adhere to the pavement we walk upon. Without friction, auto brake systems would not work and ship propulsion systems would be useless. The energy required to move a ship or car is transmitted through systems that generate and require the existence of friction.

What we need do, as effective managers and leaders, is to encourage the expression of "constructive dissatisfaction" so that we can take better advantage of the knowledge, understanding and dedication which that attitude typifies.



Commander, Military Sealift Command



COVER: America's shipbuilding trade began one summer day in 1607 on a river bank in Maine. Cover art by YNCS Earl Payne. Story on Page 16.

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Sealift

MAGAZINE OF THE MILITARY SEALIFT COMMAND

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Rotterdam is port of call for 290 shipping lines and is Europ's largest oil port.

MSC, Rotterdam: Versatility is Name of the Game

By Louis R. Granger

"We're walking a tightrope all the time."

In a nutshell, that is Frederick A. Zweere's assessment of Military Sealift Command's Rotterdam office. He is a marine cargo specialist who is part of the three-man team that takes care of MSC business in Europe's Benelux area which includes the largest port in the world—Rotterdam.

"We are a military organization dealing with civilian organizations interested in making a profit. That means we can't be rigid in our methods. We must try and find a median and at the same time try not to violate military policy or ignore commercial interests. So, we must develop special skills to match those two in a flexible way so not to offend either party," explained Zweere.

Commanding the office since August 1975 is Lt. Cmdr. Edwin R. Haskell. Office yeoman is YN2 Steven C. Dougherty who has been there since January 1976. Until last month there was a fourth team member, Ivonne van Gent, a secretary who managed the office when Haskell and Zweere were traveling between ships and office. Miss van Gent's job, however, ended when business dropped off at the end of the year.

Both Zweere and van Gent are Dutch citizens employed by the Netherlands government and assigned to the MSC office.

The main function of the office staff is to monitor MSC shipping in the Netherlands and Belgium including the major ports of Rotterdam, Amsterdam, Vlissingen, Antwerp and Ghent. Holland and Belgium are part of the Benelux area which also includes Luxembourg. Benelux was formed in the 1940s when the three countries joined in an economic union with the intention of bringing about total economic integration by ensuring free circulation of persons, goods, capital and services. Since Luxembourg is land-locked it has no ports.

The Rotterdam office, on the waterfront of the very active port, is part of the MSC Eastern Atlantic

and Mediterranean area command (ELM) which includes a subarea command at Naples and the MSC office in London.

Monitoring Defense Department shipping in the Benelux area involves much more than watching and checking. Haskell and Zweere are primarily husbanding agents for U.S. government-owned ships in the area. They arrange for laundry service, medical care, supplies, mail, repairs, garbage removal, bunkers and any other logistical support service that might be needed.

For example, the USS California, a Navy nuclear powered guided missile frigate, was in Rotterdam and needed spare parts for its laundry. Navy ships visiting Holland ordinarily are supported by the U.S. Embassy, but the embassy did not know where or how to get the parts. The military attache called the MSC office which solved the problem. Haskell simply went to a ship chandler who had the needed parts in stock.

For MSC-controlled chartered ships the office provides movement reports, sailing orders and fuel, and handles any problems between the contractors and stevedores.

In most MSC offices around the world fuel is secured through Defense Fuel Supply Center contracts. But because of lower prices in the Benelux area, Haskell receives monthly fuel bids from local suppliers such as Exxon, Chevron, Texaco, Gulf and British Petroleum. The three lowest offers are sent to area command headquarters for approval.

In 1975 the Rotterdam office spent approximately $5 million for bunkers. The amount would have been higher under the Defense fuel contract. Haskell estimated, for example, that the office saved approximately $30,000 in January 1976.

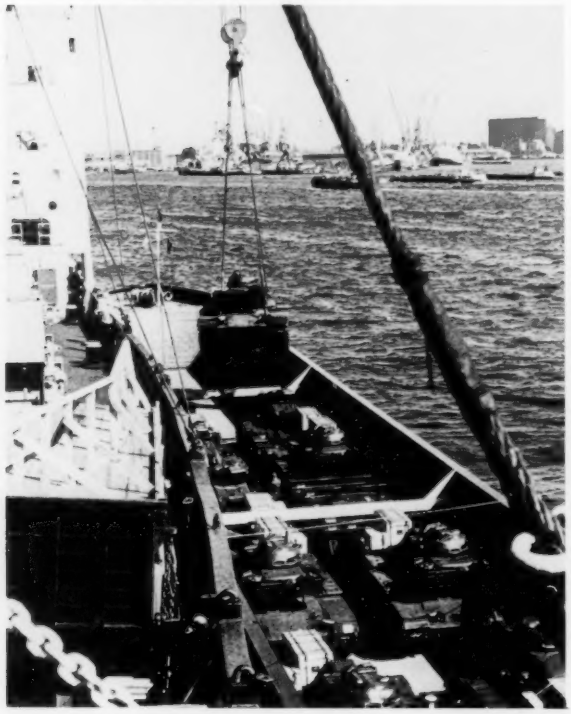
The tightrope walking referred to by Zweere is partly due to the subtlety of diplomatic clearances.

Foreign customs and immigration officials have no authority to board

A mountain of coal obstructs most of the MSC chartered bulk ship Merrimac as coal is unloaded at Amsterdam.

Rhine River coal barges line an unloading facility at Rotterdam. Coal accounts for 40 per cent of the business of the Rotterdam office staff.

A 49-ton Army tank is lowered at Rotterdam into a Dutch barge from the MSC chartered American Champion.



At an Amsterdam coal pier, master of the SS Merrimac, S. Radziejowski (left), and Frederick Zweere, of the MSC Rotterdam office, share a pleasant moment during unloading.

U.S. government-owned vessels other than by specific invitation from the Civil Service masters. On the other hand, the civilian masters and crewmen are not subject to martial law and have no personal diplomatic status. Therefore, they are subject to normal immigration laws.

A crewman who expects liberty can be required to provide travel documents such as a passport and may have to pay a bond sufficient to cover his repatriation to the United States. Also, on leaving the ship he may be required to report to a customs check point and submit himself to search.

Foreign customs and immigration officials have informally agreed not to take those steps if the master invites them aboard to clear the crew, provides a crew list, and permits customs to seal the ship's store to assure that no articles are taken ashore to be illegally sold.

Another problem that can plague Zweere and Haskell involves stevedores and ship sailing boards.

In Holland and many other European ports the stevedores have 99-year leases on berths and own the cargo sheds, cranes and all unloading and loading equipment. In a busy time the stevedores are anxious to get ships unloaded so another can be berthed. Normally that is fine with Military Sealift Command, but not when turnaround times are drastically slower or faster than expected.

Zweere explained that maritime union agreements state that a sailing board (a sign at the gangway listing the sailing time) must be set eight working hours prior to departure. If, for example, Monday is a holiday the board must be set Friday before 5 p.m. if the ship is to sail Tuesday at 4 p.m.

"I have to find out from the stevedore when the ship will be unloaded. I don't know, and can't predict what will happen. Once the board is posted I can't turn it back," said Zweere.

So, if the sailing board says sailing time is 4 p.m., but the stevedore is finished at 3 p.m. and the ship leaves, a crewman ashore might miss the ship. "We have to repatriate him because it wasn't his fault he missed the ship, and that costs a lot of money," he explained.

If a ship is unloaded early and the stevedore boss wants it out of the berth, usually it can be moved to another part of the port until posted sailing time. "But that costs at least $1,000 depending on the time of day and whether it's a weekend or a holiday. These are some of the things we have to look out for."

Haskell transferred to MSC from the USS Austin, an amphibious transport ship. "When I got here I didn't know what MSC stood for. A big job for Fred (Zweere) is to help train the new commanding offi-

cers," he said.

Although Haskell was "apprehensive at first" about his Rotterdam assignment, he now feels "this is a great place to be. I was very fortunate to get a job in Western Europe." He, his wife and two sons, ages seven and five, live in nearby The Hague, capital of the Netherlands. The boys go to the American International School.

Dougherty also came from shipboard duty aboard the submarine tender USS Simon Lake. He handles office administrative tasks and purchase agreements and passes the bills to area command headquarters for payment. Dougherty also monitors the bills so they will not be paid twice if the office is accidentally billed a second time for the same service.

Forty per cent of the team's work deals with coal ships. About 75 per cent of MSC transported coal is delivered to Rotterdam with Amsterdam and Antwerp taking the rest. Container ships and vessels unloading and loading retrograde military vehicles also take up much of the staff's time. For many years much of the ammunition to U.S. troops in Europe went through the port of Zeebrugge, Belgium on the North Sea. Belgium, however, has put restrictions on ammunition ships and control of those vessels was assumed by the area command. Ammo is delivered at Nordenham, Germany near Bremerhaven.

Haskell said he would like to get the ammunition business back and the U.S. Army is looking for an ammunition port in the Benelux area.

In explaining the size of the port of Rotterdam one deals in superlatives. It is the busiest port in the world in the amount of cargo that passes through the port. The city of Rotterdam is 77 square miles and the port takes up half of that area.

Approximately 33,000 oceangoing ships and more than 250,000 inland craft call at Rotterdam each year. In 1975 about 270 million tons of cargo were unloaded or loaded at the port, and the 1976 figure apparently will surpass that. For the first six months of 1976 more than 127.7 million tons of cargo were shipped in and out of Rotterdam.

If those figures tend to be out of the reach of understanding, it becomes even more mind boggling when one considers that the second largest port in the world, Kobe, Japan, handled less than half of Rotterdam's 1975 tonnage, approximately 131 million tons.

Rotterdam is port of call for about 290 shipping lines with more than 11,600 scheduled sailings a year. Liner services account for 25 million tons of the oceangoing traffic.

In 1975 the port's two container terminals handled 722,000 boxes, carrying more than eight million tons of goods. Approximately 26,000 of the containers were shipped on MSC-controlled cargo carriers.

Seven radar stations line the approach to the port from the North Sea. The radar service began in 1957 and protects transiting vessels during periods of reduced visibility. Pilots are equipped with portable VHF radios for contact with the radar stations.

More than 250,000 inland water craft such as this barge call at Rotterdam each year.

Members of the MSC, Rotterdam team are: Lt. Cmdr. Edwin Haskell (seated), YN2 Steven Dougherty (left), Ivonne van Gent (since departed) and Frederick A. Zweere.

Rotterdam also is Europe's largest oil port and has 59 tanker berths. Tankers up to 250,000 deadweight tons drawing 65 feet can be berthed at the Europoort area. The Pernis area where MSC tankers berth is limited to vessels of 60,000 deadweight tons. From this site a pipeline to the Rhine-Ruhr area and Frankfurt, a 286-mile connection, moves 20 million tons of crude oil a year. In the Europoort area another pipeline with a 36-million-ton capacity runs into Germany.

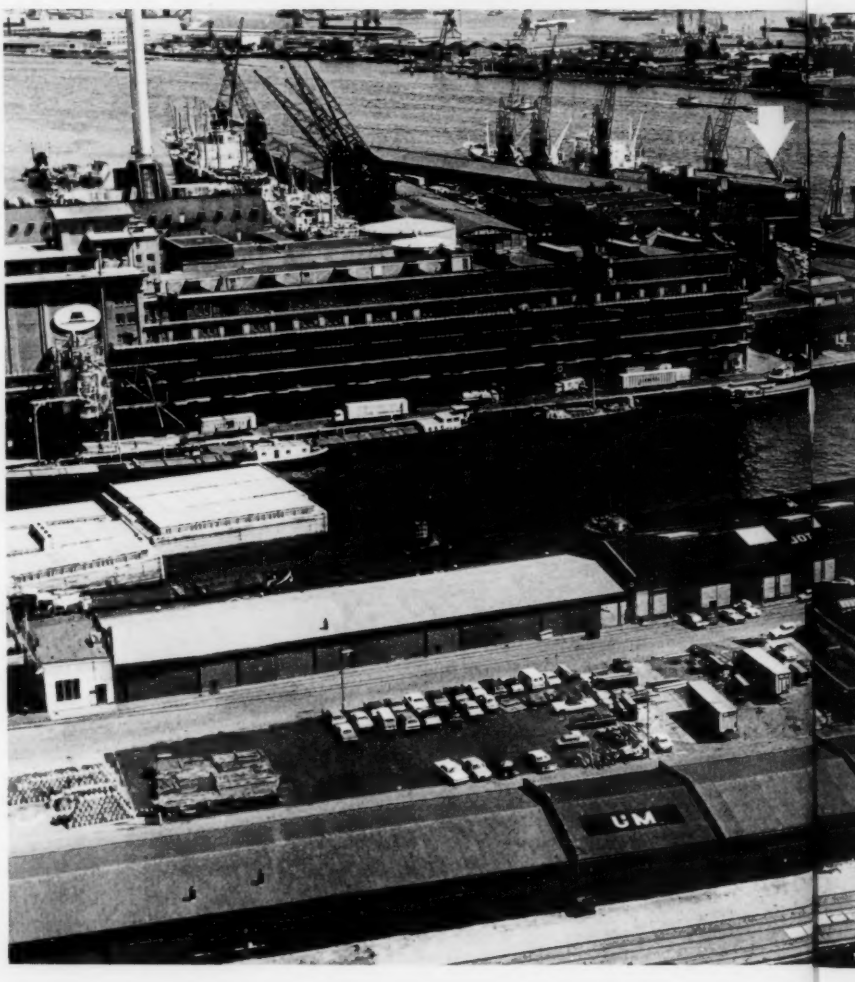
Five major oil companies—Shell, Chevron, Exxon, Gulf Oil and British Petroleum—operate refineries in the area with a total capacity of 73 million tons a year.

Pipelines connect the various tank storage parks. From Europoort, pipelines supply Antwerp refineries and the Mobil refinery at Amsterdam.

Founded in 1292, Rotterdam received its city charter in 1340, more than 150 years before Columbus discovered the New World. Although at first shipping was of minor importance, Rotterdam began to grow in the latter half of the 16th century and became, for those times, a modern port. However, the constant silting of the delta area together with the increasing size of ships made access to and from the open sea more and more difficult.

A canal was dug in 1830 but relief was temporary. Another canal on a grander scale was opened in 1870 and that year 873 steamships and sailing craft used the lock-free seaway beginning the rise of Rotterdam as the world's largest port.

The city's heraldic motto—stronger through struggle—seems



well suited to Rotterdam. In 1940 German bombers destroyed most of the town's center in a single raid and in 1944 the Nazis deliberately destroyed the port.

The port was rebuilt and expansion has never ended. A factor that favors further growth is its location at the mouth of the Rhine, the center of one of the most heavily industrialized areas on earth. Within a radius of slightly more than 300 miles (500 kilometers) 160 million people live.

Another reason for continued growth is that it is technically possible to berth vessels up to 500,000 deadweight tons. Plans already have been made to accommodate such giants. ⚓

Coal is dumped into a Dutch barge at Amsterdam for delivery to a U.S.military base in Germany. A floating crane moves the coal from the MSC chartered ship Merrimac.

Military Sealift Command office at Rotterdam is in the Java building (arrow upper center). A three-man staff monitors MSC shipping in the Netherlands and Belgium.

SS Austral Entente arrives in Sydney, Australia, before being modified with a mid-body to increase its cargo capacity.

The Future is Now For Farrell Lines

By Thomas J. Smith

Farrell Lines, Inc. officially came into being on Dec. 31, 1925 when the late John J. Farrell and his brother James A. Farrell, Jr. received the company's certificate of registration.

Two weeks earlier, the U.S. Shipping Board had accepted Farrell's bid for purchase of the American South African Line, the oldest American-flag operation to South Africa, and five ships from the War Shipping Board.

The founding of the company in 1925 was not a beginning, but rather a continuation of a seafaring tradition already more than a half century old.

Around 1845, Capt. John Guy Farrell, a master mariner from Ireland, settled in Connecticut. About 16 years later, he acquired an American shipmaster's certificate, and in 1872 became master and part-owner of the two-masted schooner Susan Scranton, thereby commanding the first ship under

the American flag in which the Farrell family had an active interest.

The captain's son, James A. Farrell, Sr., retained his father's love of the sea, but also possessed a practical appreciation of the tremendous importance of shipping to economic development and world trade. This realization served him in good stead throughout his tenure as president and chief executive officer of the United States Steel Corp. The two brothers later said the line was acquired on the strength of their father's belief in African trade potential and that time has demonstrated how remarkable his foresight was.

Since its inception, the company has served and developed trade relations with Africa, south of the Sahara. A regular West African service was added to the original South and East African schedules in 1947, and service to Australia and New Zealand was added in 1965.

The company also has carried military cargo regularly on its trade routes and has on many occasions placed vessels on military charter, especially during the period when supply of the U.S. Armed Forces in Southeast Asia was critical.

Farrell Lines' policy over the years has been to provide the shippers who use its line with the most modern service available. Hence, Farrell Lines has been constantly rebuilding its fleet.

As with most steamship lines, many of the ships of American South African Line were sunk during World War II. The post-war rebuilding program gave the line six C–3s and eight C–2s which were much larger and faster than the ships they replaced. This period also gave Farrell Lines a new trade route to West Africa and the name of the company was changed to Farrell Lines, Inc.

In 1962, Farrell Lines began a fleet replacement program with the building of six C–4 freighters specifically designed for the South African trade.

In 1965, Farrell Lines purchased six ships from the American Pioneer Division of United States Lines and acquired the trade route to Australia and New Zealand. Recent years have seen some drastic changes in this route with the ever-expanding importation of frozen meat into the United States from Australia and New Zealand. The company immediately began a program of improving service by replacing the old C–2s with fast, modern C–4s and partial container ships, all of which had substantial reefer capacity.

This, however, was an interim program, for in October 1968, contracts were signed with Ingalls Shipbuilding Division of Litton Systems for the four new container ships for this service. These, the first container ships in Farrell's fleet, have a capacity of more than 1,000 twenty-foot containers. Of these, 362 are reefer containers capable of carrying more than 5,430 tons of frozen beef, lamb or dairy products per trip. Aboard ship the containers are carried in refrigerated holds.

While ashore, refrigeration is supplied by Polarstream liquid nitrogen "clip-on" units developed by Union Carbide and Farrell in a joint program.

The ships also have 113,000 cubic feet for non-containerizable cargo, and two heavy lift booms. This space is needed because of the large annual volume of bulky mining, construction and agricultural machinery which is exported from the United States to Australia.

Those statistics are due for revision, however. The continuing boom in trade to and from the U.S. East Coast and Gulf ports and Australia and New Zealand has necessitated the "jumboizing" of the new container vessels. Farrell Lines has received approval from the Maritime Administration for the insertion of 144-foot mid-bodies to substantially increase the cargo capacity of the ships.

When completed, this modification will increase capacity of the C–6 from 1,068 to 1,788 containers. There will be six instead of three refrigerated holds and below-deck cells will be able to hold 768

SS African Neptune sails into Cape Town, South Africa, an area that Farrell Lines has served since its inception.

twenty-foot insulated containers instead of the present 288. Each ship will measure 813 feet and the mid-body will broaden the beam to 100 feet. The insertion of the mid-bodies into the SS Austral Entente and Austral Envoy will be done by Avondale Shipyards. Construction of the mid-bodies is already under way and the project should be completed by mid-1977.

The company also has received approval from the Maritime Administration to construct two C–8 container ships. Each vessel will be 813 feet long and have a capacity of 1,712 twenty-foot containers, including 820 refrigerated units. With a service speed of 22.5 knots, they will sail on the company's East Coast and Gulf ports trade route to Australia and New Zealand.

For at least seven years, Farrell Lines had explored the possibility of acquiring a route to provide service from the U.S. West Coast to Australia, New Zealand and islands in the South Pacific. The prime reason was to bring about the logical growth of the company as the only American-flag steamship company offering oceangoing cargo service to the South Pacific from three coasts of the United States.

On July 30, 1975, James A. Farrell, Jr., board chairman, confirmed the signing of a contract with Pacific Far East Line for the purchase of two LASH vessels and two container ships. Mr. Farrell emphasized that the acquisition, besides fitting into the expansion plans of the company, would enable Farrell Lines to be of greater service to its shippers and to the countries served.

The line has since opened offices in San Francisco and Los Angeles, to assume agency functions and responsibilities in those metropolitan areas, and in Seattle, to augment Farrell's sales effort in the Pacific Northwest. The company has also purchased the former LASH Espana, renaming it the SS Austral Lightning. This vessel was bought from Prudential Lines to replace two older container ships acquired from Pacific Far East Line.

Even with all this activity on the Australia and New Zealand trade route, Farrell Lines has not overlooked its other areas of service. When the new container ships went into service, the company transferred its then regular callers to Australia and New Zealand to the South African run. When the new C–8s go into service, two of the C–6s now sailing to Australia and New Zealand will be transferred to the African trade routes. For the past two years, Farrell Lines' vessels have served Great Lake ports to and from West, South and East Africa, making the company a four-coast U.S.-flag line.

The record indicates Farrell Lines' support of its goal to have the most modern and best possible equipment on all its services. This is consistent with the longstanding Farrell appreciation of the importance of a top-notch merchant marine to the economic development and defense of our nation, and to world trade. ⚓

Thomas J. Smith, president and chief executive officer of Farrell Lines, Inc., entered the shipping industry as a member of the Clerks and Checkers Local of the International Longshoremen's Assn. and in 1942 joined Farrell Lines as a pier superintendent.

He later became terminal manager, manager of port operations, assistant to the executive vice president, vice president of operations, executive vice president and, in 1968, president of the company's executive committee. In 1970 he was appointed chief executive officer.

For several years he lectured at the Transportation Safety Institute of New York University and later was an instructor in a course on ocean shipping at City College of New York and at the School of World Trade.

He is a life member of the National Defense Transportation Assn. and of the Navy League of the United States. For two years he also was a member of the State Department advisory committee on Africa.

Ahoy Mates! It's Ahab and Queequeg

By Louis Panarale

Captain Ahab

There they are in Warren McHugh's art shop. Peg-legged Captain Ahab stands resolutely as though trying to sight the great white whale while the trusting first mate Starbuck seems to be hiding his concerns under a shiny yellow slicker and the South Sea Indian savage Queequeg is lost in thought, clutching his deadly harpoon.

They are legendary characters from Herman Melville's classic sea novel Moby Dick, all depicted by McHugh in a form of wood sculpture, the dummy board. McHugh carves the effigies from white pine and decorates them with textured overlays of household paint.

For the past 15 years, McHugh has owned and operated a combination art gallery and used book store in Sag Harbor, Long Island, a former whaling town that attracts tourists in the summer. But McHugh is no landlubber. He has been a Civil Service seaman, either full or part-time, for the past 34 years.

When not tending the store, McHugh works for Military Sealift Command as a part-time deck officer. He usually is assigned watches on MSC ships berthed at the military ocean terminal in Bayonne, N.J.

McHugh was 20 when the United States entered World War II. He joined the Army Transport Service and went to sea as an ordinary seaman. He sailed for 13 years on Civil Service manned ships, including MSC transports. Among the Army and MSC ships he sailed on were the George Washington, E.B. Alexander, Thomas H. Barry, and Gen. Alexander M. Patch.

Except for courses in high school, McHugh has had no formal art training. Training or not, art critics have been lavish in their praise of his work. Elaine Boies of the Staten Island Sunday Advance described McHugh's dummy boards as "Pure Americana—crazy, wild and fun."

Besides displaying his work in his own store, The Book Stall, McHugh has had exhibits at the

Museum of American Folk Art in Manhattan, the Seamen's Church Institute of New York and Staten Island Community College.

The dummy boards that McHugh fashions are a throwback to 15th century England and the Netherlands where homeowners and shopkeepers carved dummy boards into life-sized human figures. The purpose was functional. Placed near windows of homes and shops, the boards were supposed to create the impression that someone was home, thus warding off thieves.

It seems doubtful that such ploys were very successful. But the tradition of dummy board carving created a rich treasury of folk art. The boards were simple in concept in a style that art fanciers today call primitive art.

Ordinary people created dummy boards which became more decorative than functional. In his creations, McHugh deliberately maintains a heavy and crude style of workmanship but adds his own artistic touches.

He begins by cutting out the general outline of the subject with electric powered tools, first with a saber saw and then a router. Then with mallet and chisel, he sculpts each one to give it a primitive appearance.

He paints in the features and clothing with outdoor house paint because many buyers like to hang the boards outdoors. McHugh's boards are not life-sized as a rule but scaled down to measure about 33 inches high and 10 inches wide. They sell from $10 to $25 each.

McHugh is married and has two sons, aged 15 and 20, who run the art shop when he is on duty with MSC. Under their father's tutelage, the sons are learning the art of dummy board carving.

Although McHugh's most popular boards are of nautical figures such as pirates, whalers and Navy men, he delves into other areas. For landlubbers, McHugh does historical figures such as Teddy Roosevelt and Molly Pitcher. Reaching

Queequeg

Harpooner

further into history, he has done Persian cup bearers, Inca kings and other royal personages.

To get his inspirations, McHugh spends a great deal of time poring over old costume books and early prints in the libraries.

"My Moby Dick characters are the most popular," Mc Hugh said. "But I do seamen from all eras of American history as well, from the American Revolution to the present."

McHugh read Moby Dick and then carved the characters in a way he felt was in keeping with Melville's descriptions. "The characters just didn't evolve all at one time. But in doing them over again, I have developed a fixed notion how I want them to look and I pretty much stay with that."

McHugh said that when people are browsing in his shop and come upon the dummy boards for the first time, their reactions are similar. "They will usually tell me, 'I have never seen anything like these before.'" McHugh said that reaction always pleases him, even when the browser doesn't buy one of his boards. ⚓

Starbuck

McHugh stands in front of his Sag Harbor store.

Illustration by YNCS Earl Payne

In a small clearing on a bank of the Kennebec River, colonists built

America's First Vessel

By Edwin L. Johnson

The origins of American shipbuilding can be traced to a small clearing on the banks of the Kennebec River in Maine. In 1607—13 years before the Pilgrims arrived in America, an Englishman named Digby and several other shipwrights built the vessel Virginia.

Raw materials for the hull and the mast were available because lumber was plentiful, but the iron, rigging and sails were brought from England.

Work started on August 21, and the ship was launched in October. It was outfitted during the winter, and by the following spring was ready to go to sea. The vessel was named the Virginia in honor of the American colony. It was the first vessel built by European colonists in America.

There was good reason for the first vessel to have been built on the northern coast of what is now Maine. It was an area rich in cod and herring. More than 100 years before the Virginia was built, fishermen from England, France, Spain and Portugal had fished in an area off of Newfoundland known as the Banks. Each spring the fishermen would sail from European ports, fish the Banks and return home in the fall.

Although the fishermen faced many dangers, many who managed to survive a season on the Banks returned the following year. But some did not survive. Black fogs shut them in. Sleet-laden gales were a part of their existence. They were threatened by icebergs and fields of ice. Hurricanes took their toll. To these real dangers the

fishermen added others that were a product of their imaginations. They saw evil spirits in the storm clouds and believed that demons came shrieking in the gales to carry their souls away to eternal damnation and torment.

During most of the 16th century, from 100 to 300 fishing vessels were on the Banks each year. In 1577, records document 350 vessels that sailed for the Banks. Some were so poorly built that the hulls were sometimes bound with hawsers to hold them together. But, the fishing was just too good for fishermen to stay away.

The West-of-England Co., or Plymouth Co. as it is more frequently called, was no exception. Its owners wanted to share in the annual harvest. During the winter of 1606, the Plymouth Co. outfitted two vessels to establish a fishing colony on the northern coast near what is now Popham, Maine. The company felt that a fishing colony closer to the Banks would be more profitable than sending out ships each year. The vessels were ready to leave England the following spring.

On a clear and sunny day in Plymouth, England, in May 1607, families and company representatives gathered on the docks, said their farewells and wished the adventurers Godspeed. The two ships, Gift of God, and Mary and John, then sailed westward. The Gift of God was a flat-bottomed, shoal-draft vessel of approximately 100 tons, an excellent ship for exploring inland waters. She was modeled after the canal boats of Holland. The Mary and John was called a "good ship" but no other details are known.

Under the direction of George Popham and Raleigh Gilbert, the vessels sailed across the Atlantic. After a voyage of more than two months, they arrived at an island off the coast of Maine. They reached the island, now called Monhegan, on Aug. 9, 1607. The expedition rested for a few days, then explored the surrounding areas. Ten days later, Popham and Gilbert decided to locate the settlement on a narrow peninsula at the mouth of the west side of the Kennebec River. Almost an island, the site would be easy to defend.

After they had disembarked, a religious service was conducted to give thanks for the safe crossing. A town meeting followed and leaders were appointed. Popham became the chief justice. Gilbert was named president. The first order of business concerned fortifications since survival was the No. 1 priority. During 10 days of exploring, Indian villages had been seen and the harsh wilderness frightened many of the colonists.

On August 20, ground was broken for Fort George. But not all of the men worked on fortifying the site. The leaders had not lost sight of the fact that the reason for sending forth the expedition was to engage in fishing on the Banks. Since the Gift of God and the Mary and John would be used to carry dispatches and provisions between England and the colonists, they could not be used to fish. The expedition would have to build a ship and have it ready to sail to the Banks by spring.

"Frydaye the 21th of Auguste all hands Labored hard about the fort. Som in trentch. Som for fagetts & our ship Carpenters about the buildings of a small pynnace or shellop," said William Strachey in his Historie of Travaile into Virginia, 1607.

There are no detailed accounts of the day-to-day operations of the construction of the Virginia, no drawings or sketches of the vessel as it was being built.

Personal journals contain no detailed information, simply noting that a vessel was built. No one had time to think of the historical significance of the event. But some facts about the Virginia are known. While the fort was being built and the carpenters were working on the vessel, dispatches were prepared by Popham and Gilbert to inform the Plymouth Co. of the fishing expedition's progress.

The Virginia also was cited in Strachey's account.

"After Capt. Davies' departure they fully finished the fort, trencht and fortefied yt with twelve pieces of ordinaunce, and built fifty houses, therein, besides a church and a storehouse, and the carpenters framed a pretty Pynnace of about some thirty tonne, which they called the *Virginia;* the chief shipwright beinge one Digby of London."

At 30 tons, the Virginia was a mere chip upon the ocean. But it was the beginning, the first vessel built by colonists in the new world. With the exception of the tonnage, the actual dimensions of the Virginia were never recorded.

The tonnage and type of vessel, though, reveal quite a bit of information. When records of other vessels of that period are reviewed, an approximate idea of the Virginia's size and rigging can be formed.

The 30-ton Virginia was approximately 30 feet long, 15 feet wide and 8 feet deep. In all probability, she was rigged with a sprit-sail and a jib. Because the sail spread was not always adequate, oars were provided. The hull was partly decked to protect the cargo but there was no built-up forecastle or after deck.

Very little protection was provided for the crew. They slept where they could. When the weather was fair, the crew had to be content with an overhead awning. That was the best of conditions. When a storm occurred, the crew had to face the weather. The crew really had no choice. And it should be kept in mind that the Virginia not only was going to be used on the Banks but also was supposed to sail to England with her load of fish and return with supplies for the colony.

The winter of 1607 was long and severe, more difficult than many had thought possible. George Po-

pham died in February. Raleigh Gilbert returned to England and the colony was without effective leadership. A fire destroyed the storehouse, and most of the provisions which had been brought from England were lost.

As the winter continued, many colonists became severely depressed by the unexplored wilderness that surrounded them. While they would face a gale at sea in a 30-ton vessel, the terrors of the unknown wilderness were simply too much for some to handle and the colonists became increasingly hard pressed to find excuses for remaining on the banks of the Kennebec River in the New World. The prospects of fishing on the Banks, of making money and expanding the colony, did not seem as attractive as they had been.

The fishing colony was abandoned in the fall of 1608. The Virginia helped return the colonists to England. As recorded by Strachey:

"They all embarked in this new arrived ship, (the Mary and John) and in the new pynnace, the Virginia, and sett saile for England. And this was the end of that northerne colony uppon the river Sachadehoc."

There is later mention of the first vessel built in America by European colonists. In August of 1609, one year after the northern colony group had departed for England, the Virginia was at the southern colony of Jamestown, with the fleet of Sir George Somers. A letter from Jamestown, dated August 31, 1609, comments on the "boat of Sir George Somers, called the Virginia, which was built in the North Colony," being engaged in trade with the southern colony.

The Virginia did make at least two trips across the Atlantic Ocean. According to some accounts, the Virginia sailed between England and the colonies for almost 20 years. She carried furs and tobacco to England. As part of Somers' fleet, it can be reasonably assumed that she was able to sail to the Banks in the spring and fulfill the purpose for which she was built.

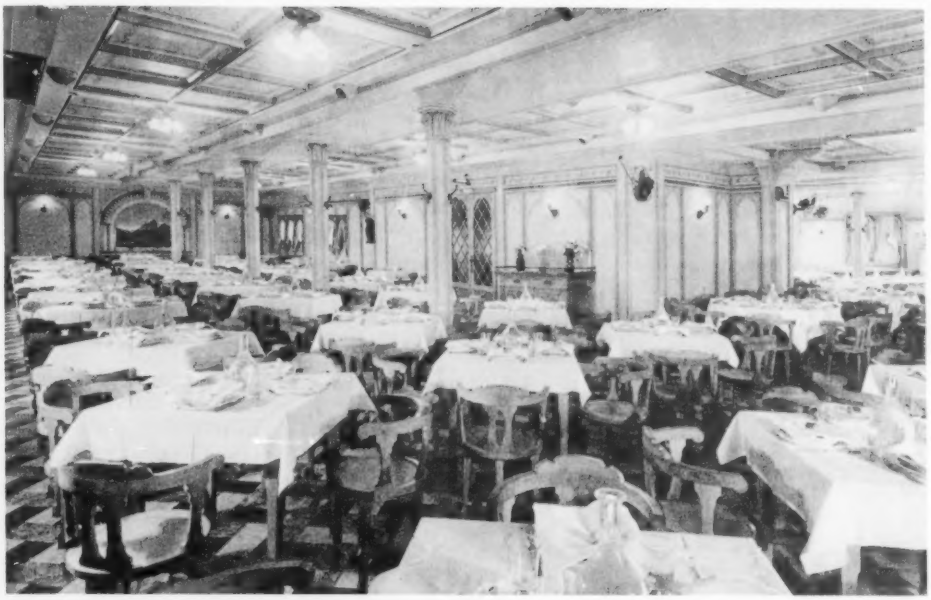
It has been stated that while returning to England with a cargo of tobacco, the Virginia was wrecked on the Irish coast, 20 years after being launched.

Within 30 years of the Virginia's keel being laid in America, others had followed. The Jamestown colony constructed a shallop of 12 or 13 tons in 1611. (The name is not known.) The Tiger, the first decked vessel built in America, was constructed on the banks of the Hudson River by Adrian Block in 1614.

The Plymouth colony in 1624 launched two shallops for use on the fishing grounds where cod and herring were still plentiful. The first vessel that the Mystic River shipyard launched was the Blessing of the Bay, a bark of 30 tons. The 120-ton Desire was built at Marblehead, Mass. in 1636.

Within 50 years after the Virginia was launched, the colonists had almost 1,000 vessels used for domestic and foreign trade and in fishing. But Virginia was the first. The shipwrights who "framed a pretty Pynnace of about thirty tonne" provided America with its first ship. "One Digby of London" could be proud of the tradition that he started on that desolate bank of the Kennebec River. ⚓

Illustration by YNCS Earl Payne



Comfort of passengers was always important during the heyday of passenger ships. This is the third class dining room of the Italian liner Rex.

Passenger Liners: Ocean Palaces of the Past

By Linda M. Quinones

It was a day long awaited. Oct. 29, 1932. Forty-three tons of suet, a ton of soap and 2½ tons of lard had been used to grease the launching ways.

The world's largest bottle of champagne (six quarts) was smashed against the ship's hull and within seven seconds France's transatlantic passenger liner Normandie was in the water—along with more than 100 people who had crowded so close to the ship's stern that they were swept into the water by the backwash.

As early as February 1930 the shipping world was astir as details of the liner being constructed in the Penhoet Shipyards at St. Nazaire, France were made public. The first giant liner to be built after World War I, the vessel was also the first to exceed 1,000 feet in length. Normandie, which replaced Ile de France as flagship of the French Line, was nearly 90,000 gross tons.

Normandie was built during the heyday of transatlantic passenger liner construction when giant ships were symbols of national pride. Gradual upgrading of passenger accommodations and service over the years had transformed ocean passage from an ordeal into a pleasurable experience.

Normandie was synonomous with luxury, comfort and speed for the Atlantic traveler. In addition to accommodations for 1,970 passengers, the ship boasted a formal garden, theatre, night club, chapel and 1,100 telephones.

Averaging 29.64 knots on its maiden voyage to New York, Normandie won the speed pennant from the Italian liner Rex, in a rivalry eventually made pointless by transatlantic air service. Low-cost charter flights, high operating and construction cost and loss of government subsidies led to the demise of transatlantic passenger liners.

The first passenger vessels were the early American sailing packets that provided travelers little except a means to cross the ocean. Passengers on the wooden ships had to bring their own bedding and food and they traveled under almost intolerable conditions.

As late as 1800 an Atlantic crossing was a dangerous venture—undertaken only when necessary. Not until 1816, when the Black Ball Line was founded, were regular transatlantic sailings established. Commercial packets soon sailed from New York at regular intervals for Havre and others operated between Boston and Philadelphia and Liverpool.

Speeds gradually increased until in July 1836 the Swallow-Tail

Line's packet Independence reached the Mersey in 14½ days. The westward passage was a different story. Forty-day winter crossings were not uncommon.

American liners dominated the North Atlantic passenger trade through the 1840s when sailing fleets were at the peak of their prosperity. At that time the Black Ball, Red Star, Swallow-Tail and Dramatic Lines, among others, provided surprisingly reliable service across the Atlantic.

During the next 20 years, however, the dominant position of the United States was taken over by Great Britain. Reasons for the collapse of passenger ships flying the Stars and Stripes were numerous. Among them were unwillingness to turn from sail to steam, to adopt iron instead of wood and to shift from paddle wheel to the propeller. There was also the Civil War.

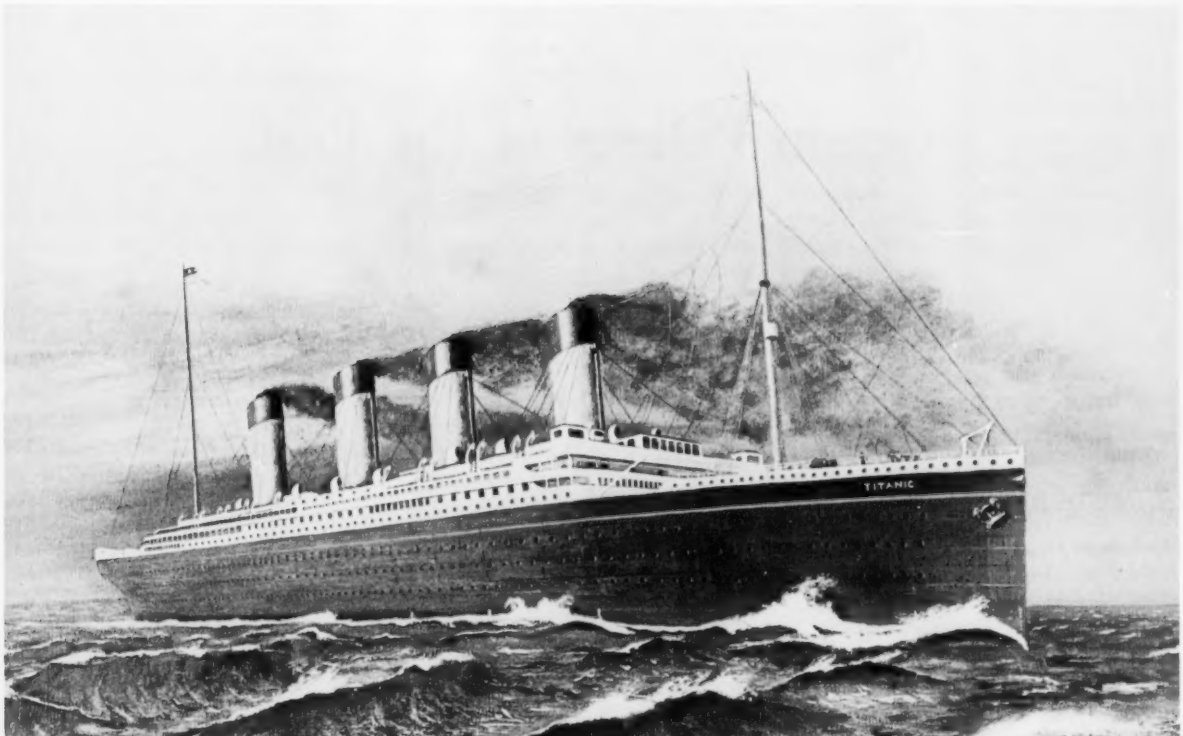
The earliest steam transatlantic passenger liner was the British wooden paddle-wheel ship, Great Western. Like other early steamers, it had to carry large amounts of coal. Owned by the Great Western Steam Ship Co., Great Western made its maiden voyage from Bristol to New York in April 1838. The voyage took 15 days and 10½ hours.

Although Great Western set the stage for steam powered transatlantic passenger liners, auxiliary sail power was extensively used for the next 50 years.

Great Western normally carried 680 tons of coal for a crossing but could take 800, enough to last 26 days. The ship could carry 128 passengers aft and 20 forward. Its fuel supply required so much space that some bunkers were located at the further ends of the ship. Moving and breaking the coal was so difficult that at times only two of the four boilers were in operation.

After completing 37 New York voyages, the ship was sold in 1847 to the Royal Mail Steam Packet Co. which operated Great Western on the Southampton-West Indies route until the ship was finally broken up at London.

An account of a journalist who crossed to Boston in 1842 on the early British paddle-wheel steamer Britannia appears in Charles Dick-



The Titanic was said to be an unsinkable 20th century triumph of shipbuilding. In April 1912 the $10 million liner went to the bottom after hitting an iceberg. About 1,500 passengers and crew members died.

SS United States began transatlantic service in 1952 as the world's fastest and most modern liner. The ship sailed until 1969 and now is for sale.

ens' "American Notes."

"Before descending into the bowels of the ship, we had passed from the deck into a long narrow apartment, not unlike a gigantic hearse with windows in the sides; having at the upper end a melancholy stove at which three or four chilly stewards were warming their hands; while at the other side, extending down its whole dreary length, was a long table over which a rack, fixed to the low roof and crammed full of drinking glasses and cruet stands, rattled dismally from rolling seas and heavy weather."

Wooden steamships wore out quickly and North Atlantic storms caused costly repair bills. Operating expenses were driven higher by the need to position coal for the homeward crossing from England since American coal was not available until the early 1850s. In addition, the space required for engines, boilers and bunkers left little room for cargo.

Prior to the introduction of iron hulled ships with screw-propulsion and high-pressure boilers, transatlantic passenger liner service was unprofitable without government subsidies in the form of mail contracts. Until 1850, a steam navigation company had to earn 25 per cent of its capital investment before it could make a profit.

The pioneer of oceangoing, full-powered screw vessels was the Great Britain, the world's largest ship at the time of its construction in 1845 and the first large iron-hulled vessel. The 289-foot British ship could carry 260 passengers but only 60 made its maiden voyage from Liverpool to New York. The crossing took 14 days and 21 hours at an average speed of 9.3 knots.

Great Britain grounded in Northern Ireland on Sept. 22, 1846. Winter gales were expected to break the ship up, but its iron hull remained intact and the ship eventually was freed.

In December 1850, the vessel was sold to the Liverpool and London Steam Navigation Co. which installed new engines, doubled its cargo space and reduced the berths to 50. Great Britain changed ownership several times but always retained its original name. Converted to sail in 1881, Great Britain was severely damaged rounding Cape Horn three years later. The ship was later used for coal storage at Port Stanley, New Hebrides,

and finally was scuttled as unserviceable—90 years after it was launched.

By 1874, ocean liners made 16 knots and had cut Atlantic crossing time to seven days. Ships of 7,000 to 8,000 tons and steam pressures of more than 100 pounds pushed speeds to 20 knots by 1881. Steel was then a common material and more efficient and sophisticated engines drastically reduced fuel consumption.

Between 1800 and 1914, innovations in passenger liner construction focused on the principle that a larger, longer ship was both easier to power and more comfortable to ride. Ships grew to gigantic proportions. Geared turbines produced greater power and steam pressures were in the area of 300 pounds per square inch.

Perhaps no other incident in marine history dramatized the lack of safety precautions aboard these early giant passenger liners than the sinking of Cunard Line's Titanic.

On April 14, 1912 Titanic struck an iceberg on its first sailing, ripping open the three forward compartments. The 50,000-ton Titanic was carrying only the number of life boats required for 10,000-ton ships. There were too few lifeboats to accommodate the passengers and the icy waters left little chance for survival outside of them. Of the 1,316 passengers aboard, 825 died as did 673 of the 885 crewmen.

Following that disaster, Titanic's sister ship Olympic was extensively altered. Designed to remain afloat with two flooded compartments, the ship was refitted to increase that number to six. Lifeboats to accommodate all aboard were placed on the ship.

The largest of the pre-World War I transatlantic liners was the 904-foot German vessel Vaterland. Along with sister ships Imperator and Bismarck, she was taken over by the Allies following the war, having made only two commercial voyages. Under its new name, Leviathan was then the largest ship to fly the American flag.

As Germany rebuilt its merchant marine, it produced two outstanding vessels, the Europa and Bremen. Both featured bulbous bows, later used on virtually all liners. That eliminated the drag created around either side of sharp bows.

Europa was 890 feet long and the Bremen 889 feet. Each accommodated 600 first class passengers, 500 second, 300 tourist and 600 third. On their maiden voyages, they were the first transatlantic speed record breakers since the Cunard Line's Mauretania, built in 1907.

Europa burned while being fitted out in March 1929, but was rebuilt and sailed from Cherbourg, France to New York in March 1930, setting a speed record of 27.91 knots. Bremen's average speed on its maiden voyage in July 1929 was 27.83 knots, exceeding that of the Mauretania by 1.58 knots and winning a blue ribbon.

In 1931 the Europa and Bremen were making a profit for their owners, Nordeutscher Lloyd, although cargo ships were operating at a deficit.

The two largest German companies, Nordeutscher Lloyd and Hamburg American Line, had entered into a co-operative agreement the year before. Merger in 1934 of the two chief British lines serving the Atlantic, Cunard and White Star, made possible the building of the Queen Mary and Queen Eliza-

Queen Elizabeth 2 makes 30 transatlantic crossings a year and is operating at a profit without subsidy.

beth. Cost of building expensive liners made such measures necessary.

Bremen burned during an air raid on Bremerhaven in March 1941. Europa was taken over by the United States after Germany's collapse, but was transferred to France after two voyages as a transport. Renamed Liberte, the ship was damaged in a gale, scuttled, raised and rebuilt.

Italy had built two liners in 1932 to challenge the Bremen and Europa for North Atlantic passenger trade, the Rex and Conte di Savoia. Constructed with liberal loans, at low interest rates, the ships were subsidized in ratio to their speed.

The maiden voyage of the Rex was plagued with mishaps. Rex developed engine problems while still in the Mediterranean and had to put into Gibraltar for repairs. Repairs took three days and many passengers left the ship. All 10 of the ship's elevators were out of order throughout the voyage and the source of many plumbing problems was never flushed out.

A year after its maiden voyage, however, Rex broke Europa's speed record with an average speed of 28.92 knots. The Italian Line publicized its blue ribbon by displaying a colorful 50-foot pennant at Rex's foremast. It came down when Normandie rewrote the record book in 1932.

Misfortune befell the Conte di Savoia on its first voyage. When the ship was less than 900 miles from the United States, a below-the-water outlet valve jammed, blowing a large hole in the hull. A steel plate fitted over the hole saved the Conte di Savoia from sinking. Both Italian liners met their end during World War II. Rex was sunk on Sept. 9, 1944 by British aircraft while at anchor near Trieste, and Conte di Savoia was sunk near Venice by American pilots.

Generally unprofitable during peacetime, passenger liners were invaluable as troopships during World War II. Great Britain's Queen Mary and Queen Elizabeth sailed more than a million miles, moving more than two million troops. The Queen Mary was returned to luxury service in August 1947 and the Queen Elizabeth in October 1947. Queen Mary later grounded off Long Beach, Calif. and has been transformed into a tourist attraction. Queen Elizabeth was destroyed by fire in Hong Kong harbor.

Following World War II a number of transatlantic passenger liners were built but few have been financially profitable. They eventually disappeared in a sea of red ink, unable to compete with cheaper and faster passenger aircraft. Fewer than 100,000 passengers crossed the Atlantic by ship last year from U.S. and Canadian ports, compared with a million a year in the late 1950s.

The SS United States, last liner constructed in the United States, ended its seagoing career in 1969 at the age of 17. Of the $80 million it cost to build, the government subsidized $44 million and another $118 million in operating subsidies was paid over a 15-year period.

The ship was turned over to the Maritime Administration by its owner, United States Lines, and has been offered for sale several times—with no takers. The vessel now is in Norfolk still sporting a "for sale" sign with a minimum of $5 million required to enter the bidding.

The Italian government recently sold two of its transatlantic passenger liners, the Michelangelo and Rafaello to Iran which plans to use them as floating hotels. Both ships began service in 1965 when passengers already were deserting the ocean liner for the jet plane.

In 1969, Michelangelo, Rafaello, Leonardo Di Vinci and Cristoforo Colombo carried 82,000 passengers on the Atlantic route. By 1971, the ships attracted only 52,000 and the liners lost at least $170 million in 1972.

The France, built in 1962 for $85 million, sailed almost exclusively in cruise service by 1970. The ship's operating subsidy was canceled by the French government in 1974 and the ship was taken out of service in 1975.

Advertisements in American newspapers prior to its maiden voyage to New York, boasted that the France would "cater to the tastes of the most luxury-loving voyagers." Despite offering ship-to-shore telephones in first class cabins, a wine cellar containing 30,000 bottles, a fully-equipped gym and bowling alleys, the France now sits idle at Havre, having been unsuccessfully offered for sale.

At least three passenger liners still make transatlantic crossings and apparently are making a profit. According to their owners their success is due to a substantial extent to lack of competition.

The Queen Elizabeth 2, built in 1969, makes 30 crossings a year from Southampton to New York, calling at Cherbourg, France. Cunard Line representative Al Pearlman said the QE2 has been sailing with an average of 1,500 passengers, only 300 short of capacity. Built without government subsidy and receiving no operating subsidy, the ship also is used for cruises.

Soviet Union passenger ships Mikhail Lermontov and Alexander Pushkin each make four Atlantic crossings a year. Lermontov calls at Baltimore and Pushkin at Montreal. With accommodations for 700 passengers, Lermontov sailed at full capacity on its October 27 sailing. Pushkin, which can accommodate 750, also sails at near capacity according to spokesmen at March Shipping Passenger Services of New York, general agent for Black Sea Co., owner of both the Soviet passenger liners.

For years transatlantic passenger liners have survived fierce competition, unfavorable economic conditions and even wars. Many have already become only memories to those who journeyed on them during their period of grandeur, an age the likes of which may never be witnessed again. ⚓

Containers from all parts of the world line a Rotterdam pier. In 1975 the port handled 722,000 boxes containing more than 8 million tons of cargo. Some 26,000 of the containers were shipped on MSC-controlled cargo vessels. Rotterdam is home port to approximately 290 shipping lines with more than 11,600 scheduled sailings a year. See story, page 4.

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